

NORTHERN ILLINOIS UNIVERSITY

Styles of Leadership

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By

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Over the past several years social entrepreneurship has risen to become extremely important in our society. The planet's population is ever expanding while our resources are dwindling away. This has caused gaps that typically governments of the world will fill. However, the gaps are becoming too large for the government alone to fill. The result is that a new wave of social entrepreneurs has sprouted up. In the past, the leaders of our society were mostly focused in the for-profit world. However, now more than ever, leaders of our society are focused in the not-for-profit world. My project is focused on the patterns, similarities, and differences between leaders in the not-for-profit world and the for-profit world.

The reason that I am researching this subject is because there have been many studies done, and many papers written about leaders and leadership in the for-profit world. However, there are very few studies that compare leaders in the not-for-profit world to leaders in the for-profit world.

My research began by looking up secondary resources to get a good idea about what a leader is, what type of research has been done in the past, and to give myself a direction on where I wanted to go. I then personally interviewed nine different leaders, four of which are in the not-for-profit and five of which are in the for-profit worlds. These individuals are:

- For-Profit
 - Matt Thompson – Adobe - Senior Vice President, World Wide Field Operations
 - Jerry Acuff – Delta Point - CEO
 - Matt O'Hara – Anderson Pest Solutions – Regional Sales Manager
 - Brent Allen – CEO – Falkor Group
 - Mike Varon - Vice President National Sales at Aerotek Engineering

- Not-for-Profit
 - Kathleen Wright – President- Collaborative Group
 - Amanda Britt - Founder and CEO at Panzanzee, LLC
 - Jennifer Mitrenga – Opportunity International – SVP Outreach
 - Rebecca Kousky – Founder Executive Director Nest

Before any analysis can begin, it is important to define what a leader is. According to Peter Northouse, an expert and leadership professor at Western Michigan University, “leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, pg. 3).”

But what makes a great leader?

Based on the responses given throughout the interviews and from reading my secondary sources a great leader does three things:

1. Has a vision.
2. Is able to communicate that vision to those around him/her.
3. Inspire those around him/her to act upon that vision for themselves.

The first part of having a vision is perhaps the most important. Every single respondent said that a great leader needs to have a vision. A vision as Mike O’Hara said is what “helps you determine where you are and where you should be going.” It is a look into the future but also important to

see where you are today. The vision is essential to every business as it is the backbone to everything that the company does.

Second, a great leader is able to communicate their vision to those around them. There are many people who have a vision, yet not all of them can accurately communicate what that vision is. A great leader is able to describe that vision to those around him/her and make them understand the vision like it was their own.

Third, and the most important, a great leader is able to inspire those around him/her to act upon the vision. They do this not because they are paid to do it, not because it is their job, but because they so deeply believe in the vision that they do it for themselves. A great example of this is Martin Luther King Jr. He had a vision, or as he puts it, he had a “dream”. In addition, there was no better orator at the time and he was able to communicate his vision to those around him. He communicated this message so well that anyone who listened was able to imagine this vision as it was their own. Last, he inspired those same people to act upon this vision not for Martin Luther King Jr., but for themselves. They believed in his vision and sought to achieve the future that they wanted.

Now, not every leader’s vision is on the same scale as changing civil rights. Some leader’s vision may be like Jennifer Mitrenga’s, whose vision “is a world in which all people have the opportunity to provide for their families and build a fulfilling life” (Opportunity International About Us, 2010) or Matt Thompson who communicates Adobe’s vision “To revolutionize how the world engages with ideas and information. (Adobe's Vision and Mission, 2012)” These leaders are every bit as important to their company as MLK Jr. was to the civil rights movement.

For-profit Leaders

What did they say was important to them?

You can't do it alone

Matt Thompson is in charge of worldwide sales at Adobe. During the interview he said that the people in Europe know more about that territory than he does. He needs them in order to succeed at his duties. He cannot do it alone. His colleagues in Europe experience the culture, the lifestyles, habits and trends of the region. There is no way that Matt Thompson could know as much as the people who live and work there. He needs to be able to trust them. Brent Allen stressed the importance of delegating your tasks to those around you. He said "there is only so much that you can do throughout the day." A leader, whether in a small or large company, will have endless duties, projects and ideas on their mind. It is impossible to try and do all of these things at once. A great leader delegates activities and projects to those around him/her to efficiently get things done. A leader who is alone is simply a person, but with the right people around them they become great leaders.

In order to surround themselves with great people, a leader needs to be great at hiring. Every single leader said that the most important decision that they make is hiring the right people. The ones they hire are those who will work towards the leader's mission to accomplish and achieve the vision.

Seek Knowledge

Each leader that I talked to said that they were never done learning. They are constantly seeking out knowledge about their industry, what successful people do, or new ideas. This is a part of

their growing process. What makes these leaders so great is that they are never content with what they have. They never settle. Jerry Acuff said that reading is one of the most important aspects of his life and he wouldn't be where he is today if it wasn't for his continual drive for more knowledge. There are always people who are trying to get ahead of you and eventually will pass you up if you don't consistently strive to improve yourself.

Mission/Vision/Values/Profit

For-profit companies, simply by their definition, are in existence to make money. This is true for both public and privately held companies. How to actually make money will differ depending on who you talk to. Any good for-profit company will have a mission, vision statement and some sort of corporate values. By definition the most important should be profit. So, according to these leaders, which was the most significant?

Mike Varon, Matt Thompson and Jerry Acuff all said that profit was in fact not the most important to them. They said that a combination of vision, mission and core values will all lead to profits. What I took from their answers was that profits are not a strategy. Profits are always a result. It is a result of having core values that align with your vision, and carrying out those ideals through the mission. In the end, if mission, vision and values align then profit will follow.

So how do you make sure your activities are aligned with your core values?

First of all, you need to know what your values are. Many companies are confused about what their values truly are and why they exist. Then, you need to hire the right people. These are the people that will be working towards the leader's vision by following the mission. When hiring new people it is more important to find someone who has the same core values as your company

than to hire the person with the best resume. When it comes to training people, train them based on values and tie into your training the core values of your company.

Communication

As I was interviewing these leaders there was a common thread that seemed to tie all of the questions together. Every leader talked about the importance of communication. Both Jerry Acuff and Mike Varon said that a mistake they see some leaders make is that they don't stay in touch with their employees, friends, contacts or customers. When you lose the communication with these people you lose the ability to think and feel where the industry and your team are going. You lose sight of what is going on around you, and your vision and mission could become distorted. Matt Thompson said a new leader or a leader in a new position needs to "communicate like crazy". Effective communication is one of the biggest skills that lead to success. "Communication is the most important thing you will ever engage upon" Matt O'Hara said. From your personal life to business, "If you can communicate clearly and enable others to do so, your organization will be exceptionally successful." Effective communication is one of the most important things for a leader to do.

Overall Impression

Going in to the interviews with the for-profit leaders I was expecting a lot of talk about profits, metrics, processes and efficiency. Instead, the leaders that I talked to, for the most part, talked about vision, beliefs, and surrounding yourself with people who have the same beliefs as you do. They talked about effectively communicating your vision and staying in touch with the important people in your life. They talked about inspiring others, moving forward and effecting change.

Obtaining profits is not a strategy for them. Their strategy is to follow the vision, mission and tie everything that they do into their core values. If all of their activities align then the result is profit.

Not-For-Profit Leaders

What did they say was important?

Mission/Vision/Values/Profit

Not surprisingly, the leaders in the not-for-profit world did not say that profits were the most important. To these leaders, they generally said that mission was the most important to them. That doesn't mean they avoid profits. As Amanda Britt said, "Without profit you can't exist," and all the other not-for-profit leaders echoed that statement. However, these leaders prioritized the mission that they were doing above all else. I thought it was interesting that these leaders seemed to prioritize mission over vision. Vision is one's view of the future, while mission is the nuts and bolts or what you are actually doing. Perhaps this is because a vision is something far off in the future, vague and hard to obtain. A mission is what these not-for-profit leaders work for every day. The mission is what will help someone in need eat today, make a little additional money so they can survive tomorrow, or give someone a little more hope. A vision could be to help solve world hunger, while a mission is to actually feed someone in need. Maybe because these leaders are working every day to help people and make the world a better place they focused more on the actual doing than the place the world may be some day.

So how do you make sure your activities are aligned with your core values?

The first thing that these leaders said was to make sure they know what their core values are. It is surprising the amount of companies, even in the not-for-profit space, that don't understand what their own values are. Next, it all starts from the beginning. Your entire organization needs to be built around the core values. Everything that is done, everyone that is hired and the people you associate with need to be aligned with your core values.

After these two points are taken care of there are a couple ways, done in retrospect, that leaders can make sure their activities are aligned with their core values.

1. Police yourself – Have a performance review process that circles around the core values.

This is not just a manager review, but also an employee and peer 360 degree performance review.

2. Board of Directors – Rebecca Kousky said that they “have a board whose job is to do that. They make sure it is all aligned.” This is a good way only if your board is actively involved and has good sense for what the values of the organization are.

Listening

The not-for-profit leaders that I interviewed all stressed the importance of listening to those around them. As a leader you cannot be everywhere at once, especially in not-for-profits when often times your customers are not even in the same country as you. Listening to the customers' needs, wants and desires are essential to running your business. In addition, listening to your employees or those who work around you is extremely important. Listening to what's going on can help you stay on track with your mission.

Hiring the right people

When hiring people in the not-for-profit world it is extremely important to hire people that believe in the vision, mission and values that the company has. These three things are what drive people to do better each and every day. In the not-for-profit world, making money is not a driver for performance. Instead, the mission, vision and values are what drive people. If a not-for-profit leader were to hire someone who does not believe in the same things the company believes, either they will not be effective or, even worse, they may pull the whole organization off track from their original purpose.

Overall Impression

When talking to these leaders in the not-for-profit world I heard a lot of things that I expected. There was a lot of talk about mission, vision and core values. Profits are nice but sometimes profits are given up in order to better serve that mission. I ultimately found that each of these leaders echoed each other in many ways. They strive each and every day to do things that align with their values to help fill the gaps of the world.

Similarities, Differences and Patterns between not-for-profit and for-profit Leaders.

After looking over the interviews again, sitting back and reflecting on this whole process I realized that the leaders from the not-for-profit and for-profit are very similar to one another. The answers to my questions were largely the same. Both talked about the ideas such as

communication, listening to others, hiring the right people, having a vision and set of core values. However, the reason why they do each of these things are completely different. When each leader in the for-profit world were to talk about communicating or listening to customers, they did so because listening to customers is one way to help their company maximize its profits. For example, Matt Thompson told me during his interview that he is hiring a new head of sales in Europe. He said that it is a billion dollar division and he if hires the wrong person, Adobe's Europe division could be hindered for the next few years. Their overall profits would be affected. On the other hand, Amanda Britt said that if she hires the wrong person they could drag the team in a way they don't want to go. That one person has the potential to derail the company from their mission and ultimately skew what the company's vision is.

In the end, leaders in the for-profit world have a vision and mission in order to achieve a profit. Leaders in the not-for-profit world have a vision and a mission in order to help fill the gaps in society. So while, the answers were very similar, these leaders are very different in their reasons for why they do things.

Sources

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Questions- Amanda

1. What traits do you think makes a great leader?
 - a. Ability to listen, to team market whats need for self. Ba able to orgazinze put action. Be decicive. Paint compelling picture.
2. What is one mistake you witness some leaders making more frequently than others?
 - a. Corporate scale – common mistake, leaning to heavily on data and projections. Great forecasts but its not good for long term. Only focusing on short term.
 - b. Non-profit – opposite is true. Unwillingness to lean on the data. Grant milestones ect. So mission focused that managing money is done poorly.
3. Is there a difference between leadership and management? If so please explain.
 - a. Leadership is casting vision empowering people to grow, to utilize skills that will deliver results. Management is the process from getting to point a to point b effectively. It is mistaken that management is not needed if you're a good leader. Manangement doesn't need good relationships. Basically vision vs mission.
4. Is it better to have a great leader or manager at the head of a company?
 - a. Depends on the times and company. Default to a good leader. If a leader doesn't manage well they will find good managers. Obama vs McCain. For a time when we needed hope obama is the guy. When we needed number cruncher mccain.
5. What are the most important decisions you make as a leader in your organization?
 - a. Who is involved and who is on our team. Particularly in a start up. Ability to execute. Your board, extended network. People that align with your values. ALSO THE HARDEST. Listen to customers.

6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Research as questions. Find the right answers. Making decisions. Surround my self with people. Read a lot. Take a seminar or class.
7. Which is most important to your organization—mission, core values, vision or profit?
 - a. Without vision you have nowhere to go. All are equally important. Without profit you can't exist. Without values your doing it for the wrong reason. Be anchored to your vision. Keeps people on track.
8. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?
 - a. Just get er done. Give my associates interesting things to do. Send them to a network discussion. Take teammates to yoga. Every Monday morning we have a 3 hour meeting where we talk about the previous week and whats going on. Find creative ways to stay grounded.
9. Where do the great ideas come from in your organization?
 - a. Shower (haha). Team. Create an atmospwphere that is conductive to new ideas.
10. How do you ensure your organization and its activities are aligned with your "core values"?
 - a.
11. What advice would you give someone going into a leadership position for the first time?
 - a. Follow along the principles of self leadership. Need to be a leader for yourself. As a leader you are shepperding not only yourself but the others around you. Being other focused. Look at all of your stakeholders and focusing on it. Managing your self. Take care of yourself but don't let yourself go.

Questions-Kathleen

1. What traits do you think makes a great leader?
 - a. Personality traits – good listener, open and understanding, curious, understands weeknesses, building on their strengths, comfortable in their own skin, make other people comfortable in their own skin.
2. What is one mistake you witness leaders making more frequently than others?
 - a. Trying to control everything and is something that leaders will pay for, people can't do things as good as you, letting other people not do their jobs.
 - b. Burn out, find ways to make space between life and work, especially for entrperurs
3. Is there a difference between leadership and management? If so please explain.

- a. You can be a good manager without being a leader, but the best managers are the best leaders. Being a leader is something you're born with. Leaders tend to inspire people more.
- 4. Is it better to have a great leader or manager at the head of a company?
 - a. Leader, they need to inspire people have a great vision for the company, get people on board with the vision. You can learn to be a great manager. The other way around is difficult.
- 5. What are the most important decisions you make as a leader in your organization?
 - a. Priorities and what they are. Tied closely with vision and the company, find the next sequence for the next week/month/year, after doing that then you can build your plan.
- 6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Making sure that I have mentors, and making sure my mentors are people that I aspire to be like, that give you something to strive for, it's hard to have a vision of yourself in 20 years.
- 7. Which is most important to your organization—mission, core values, vision or profit?
 - a. Mission and vision are so closely tied that they are the two most important.
- 8. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?
 - a. When you bring people into the company, they need to be sold on the mission and the opportunity to make the world a better place. Getting the why!!!! Of people want to work their!!!!!! Social metrics define our success. Having success as we define it. We define success as hitting a balance between profit margins that we want to hit and the social metrics that we want to hit. Finding a balance.
- 9. Where do the great ideas come from in your organization?
 - a. Come from defining an opportunity either through the artisans that we work with or between talking with customers. Listening to their needs.
- 10. How do you ensure your organization and its activities are aligned with your "core values"?
 - a. Your core values have to be inherent to US. I plan on the people who are building this company to be the same. Mission led.
- 11. What advice would you give someone going into a leadership position for the first time?
 - a. Go in it asking a lot of questions and being really open, keep a village no matter how large the company is, listen to people, be open to learning every day.

Questions-Jennifer

- 1. What traits do you think makes a great leader?
 - a. Humility, integrity, decision making skills
- 2. What is one mistake you witness leaders making more frequently than others?

- a. Those that are more authoritative in nature than collaborative,
3. Is there a difference between leadership and management? If so please explain.
 - a. Being a good manager doesn't mean that you are a good leader. Most leaders are decent manager but not all are good leaders.
4. Is it better to have a great leader or manager at the head of a company?
 - a. Leader, they bring forth more creative ideas and guide the strategic direction of the company. Leader anticipates the future!
5. What are the most important decisions you make as a leader in your organization?
 - a. Strategic decisions how to we differentiate ourselves.
6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Lots of mentors, across many different industries. Get help with large decisions.
7. Which is most important to your organization—mission, core values, vision or profit?
 - a. Mission and core values, you work in non-profit you will sacrifice profit for mission. Need to be passionate. Core values drive the way we serve our clients.
8. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?
 - a. Innovation instead of inspiration. As you get larger more processes, bureaucracy, etc... and d, create a separate business unit for that. And create culture of organization. Very tough. Both top down and bottom up. Culture is in everything we do. From internal meetings to external meetings. Recruiting people not motivated by the status quo.
9. Where do the great ideas come from in your organization?
 - a. Everywhere! Everyone is empowered to share ideas. All departments. Not all get executed but all are shared.
10. How do you ensure your organization and its activities are aligned with your "core values"?
 - a. We are revamping performance review process, 360 performance review, this is not just a manager performance review, both your peers both above and below you review you. Core values are always at the center. Not necessarily based on financials.
11. What advice would you give someone going into a leadership position for the first time?
 - a. Surround your self with other leaders and learn from them. LISTEN. So much to learn from other great leaders. Follow your instincts.

Questions - Rebecca

1. What traits do you think makes a great leader?
 - a. Willing to adapt and having a creative vision.
2. What is one mistake you witness leaders making more frequently than others?
 - a. Not being collaborative. Having a clear sense for what you want to happen. Leads to a different working environment.

3. Is there a difference between leadership and management? If so please explain.
 - a. They are tied together, you can be a visionary but you need to be able to manage and work with others.
4. Is it better to have a great leader or manager at the head of a company?
 - a. Ideally someone who could do both. A leader at the head is possible corporate culture is important to focus on especially in the not for profit space. My vision is nothing without the people that help me.
5. What are the most important decisions you make as a leader in your organization?
 - a. Hiring. We partner with business around the world and we have people on the ground that work hand in hand with artisans. KEY
6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Finding people that you view as great leaders to emulate. Taking time out of your day to have a vision.
7. Which is most important to your organization—mission, core values, vision or profit?
 - a. Mission 1, vision 2.
8. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening?
 - a. As a company grows there tends to be more enthusiasm. Its actually easier as you get larger. In our experience.
9. Where do the great ideas come from in your organization?
 - a. ME. We have a tiny staff. We are adaptable.
10. How do you ensure your organization and its activities are aligned with your “core values”?
 - a. We have a board whose job is to do that. They make sure it is all aligned.
11. What advice would you give someone going into a leadership position for the first time?
 - a. Find a mentor and learn from them. learn from your situations. Learning on the go.

Questions-Matt O'hara

1. What traits do you think makes a great leader?

Good leadership for me involves two main things, vision and empathy. Vision helps you determine where you are and where you should be going. Organizations are like sharks, if they sit still they die. You need to be constantly figuring out the next steps and iterations.

Empathy allows you to understand the struggles and difficulties of the people who are working with you. Once you understand these struggles you can build systems around the people that strengthen them and allow them to compete at higher and higher levels. Empathy ties back into vision as once you understand your people and their challenges you should be trying to figure out how to step around or over the challenges.
2. What is one mistake you witness leaders making more frequently than others?

Thinking in a top down manner. Ordering rather than explaining. I see it academically as well as in the business world. Too often we fail to achieve a true understanding with our peers, colleagues and direct reports and it leads to half hearted efforts. Communication is on the communicator and it takes time, sometimes gobs of time. If you can't get most people to

understand what you are doing, either you're engaged in high-energy physics or you aren't explaining it as well as you think.

3. Is there a difference between leadership and management? If so please explain.

Yes and no, they are two different words and they do have different connotations. Sometimes they are used interchangeably, but they shouldn't be. Management is not leadership, in that a good manager does not have to have vision, just the ability to communicate someone else's vision. So I'd say management is a subset within leadership. Empathy is still important (critical even).

Some might say management is the day-to-day and detail driven and leadership is the long term, big picture stuff, but I think that is wrong. Leadership is day-to-day as well and very detail driven when you start to really use vision.

4. Is it better to have a great leader or manager at the head of a company?

Because I think management is but a part of leadership, I think you have to have leader or you are just treading water. Treading water is not a plan, it's waiting to drown.

5. What are the most important decisions you make as a leader in your organization?

Hiring the right people. Secondly making sure those people are supported for the tasks you're asking them to do. I always think of Churchill, "Give us the tools and we'll finish the job."

6. What are you doing to ensure you continue to grow and develop as a leader?

Most important is listening and paying attention. I think you should be constantly vigilant in watching others, both traditional leaders and non-traditional, because you should always be learning. Sometimes it's what not to do, sometimes it's more than that.

My other goal is to always improve my communication. Any time someone doesn't understand or something doesn't work, take responsibility for it. You can always have done something different. This isn't to say that you should blame yourself, just recognize that failure is the greatest teacher there is. Failing, even several iterations of similar failures, is not the worst thing that can happen. Failing to draw some lessons from those events is.

7. Which is most important to your organization—mission, core values, vision or profit?

Communication is the most important thing you will ever engage upon. From business to personal life, being able to communicate (and especially not having to "win" arguments and debates) is the most important to any organization. If you can communicate clearly and enable others to do so, your organization will be exceptionally successfully.

8. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?

I think that it gets to the communication within the organization. What happens is the organization ossifies and fails to continue to evolve and change and that is because the leadership is not evolving and changing. Leadership is not open to new ideas and has stopped paying attention and listening. The signs of decay are actually quite obvious and you can see them in several large institutions (don't buy Research in Motion, Best Buy or Sears stock for instance). This happens not because creating a set way and "institution" is a bad thing, but because the institution that has been created is one without inspiration and without proper leadership.

9. Where do the great ideas come from in your organization?

Paying attention and getting kicked in the head, oh and an eclectic reading source. If and organization's culture involves reading books, asking questions and attempting to grow as people then ideas are generated. The types of organizations that generate ideas don't tend to be ossified ones (see 8 above) that won't let you try stuff. Most people don't have a bunch of crazy big ideas, it is usually a little tweak here and a little tweak there and once they are all added up you look back and wonder at how far you have come.

10. How do you ensure your organization and its activities are aligned with your "core values"?

Live your "core values" yourself and hire people who already embody them. I think most organizations "core values" are the same (find me an organization that is not working toward "client satisfaction") in writing. In practice they don't always end up that way. If the leadership is petty or top down, if the culture feels "Big Brother" or you aren't encouraged to talk to people outside your immediate chain of command, then that organization is not aligned with what I bet they've written out as core values.

11. What advice would you give someone going into a leadership position for the first time?

Find a mentor. Actively seek out someone who you feel embodies what you want to be and ask for advice. Don't be afraid to reach out and regularly ask questions. Mentors are best when they are within your organization to start off as they have a better idea of the background under which you are operating. People genuinely want to help and its mainly TV land where they actively sabotage each other (and if your mentor in your organization is trying to sabotage you then that is the clearest sign that the organization is sick and you should move on).

Questions – Brent Allen

1. What traits do you think makes a great leader?
 - a. Vision, have to know where your going. Communication ability. Inspire that vision.
2. What is one mistake you witness leaders making more frequently than others?
 - a. Not delegating, there is only so much that you can do. You need to hire good people.
3. Is there a difference between leadership and management? If so please explain.
 - a. Management is static, taking a process and keeping that current state. Leadership is movement.
4. Is it better to have a great leader or manager at the head of a company?
 - a. Leader, but you do need great managers. Don't tend to be same people.
5. What are the most important decisions you make as a leader in your organization?
 - a. Hiring, Vision where is the company going. Motivating people and getting things place.
6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Constantly reading, conferences, networking with other people like myself.
7. Which is most important to your organization—mission, core values, vision or profit?
 - a. Profit 1st, without that there is nothing else.
8. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?

- a. Accountability and clear and defined goals, need to have very solid metrics that contribute to the profit of the company. Departments need to be acc
- 9. Where do the great ideas come from in your organization?
 - a. Executive team and employees, developed mechanisms for employees to participate in companies.
- 10. How do you ensure your organization and its activities are aligned with your "core values"?
 - a. Constantly reviewing core values with your business plan. Meet weekly any activity that we engage in needs to be align with goals.
- 11. What advice would you give someone going into a leadership position for the first time?
 - a. 2 eyes 2 ears 1 mounth,

Questions- Mike Varon

1. What traits do you think makes a great leader?

CORE VALUES

VISION

PASSION

HIRING and ATTRACING TALENT

EQ and IQ Balance

2. What is one mistake you witness leaders making more frequently than others?

The one mistake I see leaders make is that they do not stay in touch with their people. They become stuck in a place where they lose touch with the customers and employees. Thus losing the ability to think and feel where the industry and his/her team is going.

When you talk about people...WHO?

Customers and employees. Is the purpose being followed. Have to see employees.

Hire the wrong people. Hire based on what they need instead of who. Once you hire for roles, what if your company changes. Over time you create roles to create roles.

3. Is there a difference between leadership and management? If so please explain.

Leadership is helping people find the importance within themselves and helping them change and change others. Leaders know when to be a manager and when to lead.

Does a leader need to have managerial skills to be a great leader? Can a leader suck as a manager but still be an effective leader?

leaders job is to get people to see the best in themselves.

Management- to me is the X and Os of the business. Where you need to execute on fundamentals and where leadership connects with the people. Management needs to help understand and help their team understand how to execute on the business.

4. Is it better to have a great leader or manager at the head of a company?

You definitely need leadership- it starts there and great leadership knows how to attract and find great managers.

5. What are the most important decisions you make as a leader in your organization?

1. Selecting Managers- these are the people that execute on your strategy.

2. Understanding and selecting the right inputs to drive your business.

3. Vision, Values, Purpose- What is the vision, what values support that, and what is the purpose of the services and products to your customers and employees.

4. Hiring future leaders that help drive your business and are aligned with the companies purpose and drivers, and values.

How do you spot these leaders?

are people motivated by helping people achieve their goals.

Making tough decisions.

6. What are you doing to ensure you continue to grow and develop as a leader?

I try my hardest to always listen and stay in touch with my team and customers. Weekly lunches, dinners or just spending time asking good questions and showing that we care about the team.

I also try to read three business books a year and attend leadership seminars and other educational type discussions and meetings. Learning from your peers and people are key to improving as a leader.

Recommend a book?

I also try to keep a journal and right down thoughts, ideas, conflicts, etc to better help understand what challenges lie ahead- self talk is something that helps leaders understand themselves.

What types of journals do you read?

7. Which is most important to your organization—mission, core values, vision or profit?

The first Three above drive your profit. However, I would have to select core values- because without values your mission and vision will fail in the long term. The values are what helps you get through the tough times, these are building blocks and fundamentals of your business. Without these people will be lost and will just do what they want to do.

In order- Values, Vision, Mission, if you execute and have the right business model- Profit, should follow.

Always hope and strive for the best but be prepared for the worst and the unexpected.

8. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening?

By being privately owned, and having each manager and regional leader asked to drive their business. We allow each person to have autonomy on running their business: The corporate level, sets the vision, mission, value, but each person has the ability and responsibility to drive what they do the best.

Our corporate is to serve down, not ask the field to serve up. Focus on your customers (employees, clients, and contract employees- the people we place) serve them well.

It is still a fine line, between setting parameters that the field should follow and allowing freedom to make business decisions, but we teach to make decisions based on the following.

1. What is best for the customer
2. What is best for the company
3. What is best for the region
4. What is best for the office/team.
5. What is best for the individual

Always keep in mind what is best for the customer.

What if doing whats best for the customer isn't best for the organization? Can that happen?

9. Where do the great ideas come from in your organization?

1. 60% From the people in the field. They are the eyes and ears of what our customers needs, wants, and positive business outcomes they are looking for. (Short term- 1-3 yrs)

People in field?

2. 40% from the people in leadership roles, these people have a view of what the executives of our customers are looking for and where industry trends are going. (Long term 3+ years)

10. How do you ensure your organization and its activities are aligned with your "core values"?

Hiring the right people based on values. (we ask questions around the core values)

Training people based on values and tying as much as we can to the core values of the company.

Surveys of the field about management and leadership.

Surveys of our customers

Sirota surveys of all the employees that ask questions around the core values.

Verifying these values through actually talking to the people and being a leader by listening to the people in the field.

11. What advice would you give someone going into a leadership position for the first time?

1. Lead by example

2. Know what type of leader you want to be

3. Know what you stand for- John Wooden had a philosophy of values and always stuck to them.

4. Have a vision

5. Have a mission and execution strategy

6. Give people purpose in their job

7. Set high standards

8. Acknowledge the right behaviors and confront the wrong behaviors.

Questions-Matt Thompson

1. What traits do you think makes a great leader?
 - a. Passion for what you do, ability to listen, ability to develop people, and vision for where you want to take the business or team.
2. What is one mistake you witness leaders making more frequently than others?
 - a. Not listening to their teams, 3000 people work for me, people in Europe know more about what's going on than what I do.
3. Is there a difference between leadership and management? If so please explain.
 - a. Management – nothing wrong with being a good manager, being on top of numbers metrics... nuance about leadership is vision and seeing around the corner.
4. Is it better to have a great leader or manager at the head of a company?
 - a. Both, need someone that is focused on numbers metrics day to day keep performance up, but needs to see the future...
5. What are the most important decisions you make as a leader in your organization?
 - a. Picking my own leadership team, hiring decisions are the most critical thing that I can do, hiring a new head of Europe (billions dollar business) if I screw it up the business will be wounded for years.
6. What are you doing to ensure you continue to grow and develop as a leader?
 - a. Very engaged in traveling and learning about the teams that I have in place, network, friends,
7. Which is most important to your organization—mission, core values, vision or profit?
 - a. All of them, introducing cloud based software, ← vision, mission → executing that, profit → need to keep the profit, metrics
8. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening?
 - a. We're focused on 3 things, innovation 1, around products, business processes, 2. Scale, grow big go capture new markets kick ass, 3. Agility, fast quick try new things, in asia you don't need the same business processes that you need in America.
9. Where do the great ideas come from in your organization?
 - a. Customers and employees, we are a very customer focused company, customers give lots of input, our people here create everything that we do. We have a lot of respect from that comes with within.
10. How do you ensure your organization and its activities are aligned with your “core values”?

- a. First you need to know your values, then you have to hire people that demonstrate values.
11. What advice would you give someone going into a leadership position for the first time?
- a. Listen, be patient, and communicate like crazy. Have fun!

Questions

Jerry Acuff – CEO Delta Point, Inc.

1. What traits do you think makes a great leader? **Visionary, Strategic Thinker, Perserverance**
2. What is one mistake you witness leaders making more frequently than others? **Not staying “in touch” and truly connecting and understanding their employees and/or their marketplace**
3. Is there a difference between leadership and management? If so please explain. **Leadership inspires and provides direction and continuity to people. Management handles things, processes and issues.**
4. Is it better to have a great leader or manager at the head of a company? **A great leader by far. A truly great leader will always ensure that there is adequate management for optimal efficiency and effectiveness. Otherwise they aren't a great leader.**
5. What are the most important decisions you make as a leader in your organization? **Who to hire, how to inspire and develop our employees, how to spend my time, what should we be selling, what should we charge, how to manage cash flow**
6. What are you doing to ensure you continue to grow and develop as a leader? **Reading books and seeking the advice and counsel of my leadership team, my business friends and my advisory board**

7. Which is most important to your organization—mission, core values, vision or profit? **They are all equally important. Without any of them an organization will struggle to succeed and likely fail**
8. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening? **The larger your organization becomes the more personal it has to become. You try and do this by focusing on developing and maintaining relationships with your employees and ensuring that you constantly communicate to them. You also ensure that the people who are leading your employees are well trained on what you believe about leadership, employee development and morale**
9. Where do the great ideas come from in your organization? **They come from our employees, our clients and from our focused attention on self development and continuous learning**
10. How do you ensure your organization and its activities are aligned with your “core values”? **You pay attention to it all the time (you and your leadership team) and when you sense it is out of alignment you quickly intervene and get it aligned. You also leverage those opportunities to teach your employees what your company stands for and what those core values mean to them as individuals**
11. What advice would you give someone going into a leadership position for the first time? **Read lots of books (and magazines like Fast Company and Harvard Business Review) on leadership and human behavior, study what successful people do, and seek advisers to help you learn.**

University Honors Program

Capstone Approval Page

Capstone Title (print or type):

Styles of leadership

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Faculty Approval Signature:

Department of (print or type):

Management

Date of Approval (print or type):

HONORS THESIS ABSTRACT

Guidelines

Your abstract should begin with a definitive statement of the problem or project. Its purpose, scope, and limit should be clearly delineated. Then, as concisely as possible, describe research methods and design, major findings, including the significance of the work, if appropriate, and conclusions.

Students whose thesis involves “creative” work (original, fine art, music, writing, theatre or film production, dance, etc.) should describe process and production, indicating the forms of documentation on file as “thesis” materials.

Please have your advisor review your abstract for organization, content, grammar, and spelling before submission.

HONORS THESIS ABSTRACT
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ABSTRACT (100 - 200 WORDS):

There have been many studies done on leadership and leadership styles. However, there have been very little, if any, studies that compare leaders in the not-for-profit world and for-profit world. My goal was to find similarities, differences and patterns between not-for-profit leaders and for-profit leaders. I did this study by researching from secondary sources and then interviewing nine leaders; four not-for-profit and five for-profit. What I found was that those types of leaders are largely the same. However, the reasons why they do what they do are completely different. I believe my findings show how these leaders are similar and different. Future research can be conducted to find out WHY they are different.